

## NOTES FOR SPEECH ON "STATE OF ANALYSIS"

### I. Introductory Remarks (FE will elaborate)

Good that conference is focusing on analysis.

State of analysis is generally healthy, much improvement recently, more to come.

Plan to address remarks to people and data processing.

First some comments on the role of analysis and analysts

### II. Analysis in the Intelligence Process

Secret or exotic collection makes official intelligence unique (distinct from scholarship or journalism). But analysis makes it intelligible and useful.

The loop of analysis-requirements-collection-processing-analysis-policy impact...

### III. The Analyst in the Intelligence Profession

The intellectual challenge: secrets and mysteries

The "two cultures": operations and analysis...a false dichotomy

Analysts impacting on collection; impacting on policy

### IV. The Human Cadre of Intelligence Analysis

Data mostly from CIA because more convenient; similar trends from DIA.

Growth of numbers, quality, qualifications.

Profile of DDI skills and personnel characteristics

"Typical" career development

### V. ADP and Modern Electronic Tools

Computers and intelligence analysis go back several decades, mostly in weapons analysis.

Now impact is becoming ubiquitous, across the board.

General trends in spending

What various analysts use ADP for, impact on the work setting, productivity.

New methodologies (e.g., quantitative analysis of stability, use of artificial intelligence).

VI. Challenges to management (FE ..)

Motivate and reward a quality work force (leadership, mentoring, working conditions).

Make power of ADP fully available